

PRECIOUS
FOR THE
FUTURE

IMPACT REPORT
2023

BOUCHERON

PARIS DEPUIS 1858



“For over 160 years, the Maison Boucheron has cultivated the art of singularity and innovation. Our founder, Frédéric Boucheron, was a pioneer and trailblazer in the world of Jewelry and High Jewelry. His cutting-edge style pushed traditional standards. And this remains deeply rooted in our DNA.

We are obsessed with progress and do not hesitate to question the status quo. Our Jewelry creations are made for eternity, but the most precious of all is the emotions and dreams they will forever anchor in our memories.

And it is for that reason that we put innovation at the heart of our creative approach. While we are proud of our rich heritage, we draw inspiration from the future. We open up the field of possibilities through collections which allow each person to freely identify and express themselves.

Now placing Boucheron in the 21st century, the way is clear: we have a responsibility and an opportunity to act with integrity, to help preserve the natural world where we source our precious metals and stones, and to embody our family spirit, treating everyone who touches our business with fairness and respect.



We have long encouraged a spirit of creative freedom to push boundaries, to do things differently; for example, to ask: What is beauty? What is precious? I believe that this curiosity, flexibility, and free-spirited innovation will be central as we transform our business for a more sustainable future.

With our agility, we light the way for our industry. And this can only be done thanks to the teams throughout the organization, who sincerely believe there is a better way and are committed to making it happen. We are also privileged to have inspiring partners across our value chain who share our passion for the better and are taking bold actions to drive change. Disruptive and systemic solutions can only come from strong collaboration, built on trust. Finally, the ambitions and expertise of our Kering Group are true enablers for us to design our sustainable future.

This Impact Report is the result of several years of action. Sustainability is now everyone’s business at Boucheron. This report is a token of transparency and accountability and shares our sustainable approach with our employees, our stakeholders and our customers for the coming years.”

“WE NAMED IT PRECIOUS FOR THE FUTURE, WHICH EXPRESSES HOW WE WANT TO BUILD TOGETHER A MORE BEAUTIFUL TOMORROW.”

HÉLÈNE POULIT-DUQUESNE
CHIEF EXECUTIVE OFFICER



BOUCHERON
SUSTAINABILITY
STRATEGY

04

WHERE
RAW MATERIALS

08

HOW
OPERATIONS

29

WHO
PEOPLE

45

PRECIOUS HERITAGE OF BOUCHERON

In 1893, Frédéric Boucheron was the first of the great contemporary jewelers to open a boutique on Place Vendôme in Paris. The Maison moved there from its original home at the Palais Royal where it was founded in 1858. Built by four generations of direct descendants, the brand embodies excellence in Jewelry, High Jewelry and Watchmaking and is renowned for the exceptional quality of its stones and craftsmanship.

Throughout its history, Boucheron has always supported the industry's expertise, talent, and techniques. Frédéric Boucheron was a founding member of the Haute Ecole de Joaillerie in 1864, the most prestigious jewelry school in the world. He also supported the school by creating, in 1890, a travel grant enabling students to train in foreign markets.

Since then, we have maintained our special bond with the school, helping to support the next generation of talent and craftsmanship. From 2013 to 2017, then from 2018 to 2021, and now from 2022 to 2025, we sponsored the school's graduation classes via the "Promotion Boucheron" initiative.

Frédéric Boucheron served as vice-president and then president of the Chambre Syndicale de la Bijouterie Joaillerie Orfèvrerie (Union Chamber

of Jewelry and Goldsmithing). A humanist, he recognized the importance of people in his industry, not only supporting new artisans, but also setting up an orphanage for the children of the industry and a retirement home in 1899.

Today, Boucheron continues to sponsor the UFBJOP (French jewelry, goldsmithing, precious stone and pearl industry trade association) by following the commitment of its creator, Frédéric Boucheron, in favor of the preservation of ancestral know-how and craftsmanship.

Boucheron is an active member of the Colbert Committee. Created in 1954 at the initiative of Jean-Jacques Guerlain, the Colbert Committee includes 84 companies from 13 sectors of activity, working to promote the international influence of the French art of living. By belonging to this coalition of companies, Boucheron promotes the richness of its know-how and the excellence of its French traditions.

The ethic of preserving crafts and know-how is also illustrated by the fact that Boucheron has had its workshops at the heart of its historic address at 26 Place Vendôme since 1893.

[Follow this link to learn about Our History](#)

SUSTAINABILITY AT BOUCHERON

OUR VISION: “PRECIOUS FOR THE FUTURE”

What is precious? A question that has guided Boucheron from the beginning.

Obsessed by progress, we believe in designing **a desirable future**. A positive and promising future **for our people and the communities across our value chain**. But also a resilient future for **our planet**. Our creations are **crafted for eternity** and we want to ensure they are passed down through generations while **building a precious tomorrow**.

Our sustainability framework, “Precious for the Future”, challenges us to explore new ways to source, operate and create, in harmony with the eco-system that surrounds us.

Through an annual impact report, we aim to answer the questions: *“Where are our raw materials coming from?”*, *“How do we work?”* and *“Who is behind our Maison?”*. Indeed, we are convinced that everything begins with a transparent and resilient supply chain, responsible and innovative operations, in a diverse and inclusive organization. And **the courage to push the boundaries** of what High Jewelry is about.

KERING’S VISION: “CRAFTING TOMORROW’S LUXURY”

“Luxury and sustainability are one and the same.” Reflecting this deeply held conviction of François-Henri Pinault, CEO and Chairman of Kering Group to which Boucheron belongs, sustainability is considered a source of inspiration and a driver of innovation for the Group, its Maisons and its stakeholders. It is in line with the Group’s vision of modern luxury, which is founded on creative risk-taking, influencing and elevating the way we live to become more expressive, more beautiful and more sustainable.

“We are redesigning our business to continue to thrive and prosper sustainably into the future, while at the same time helping to transform the luxury sector and contributing to meet the significant social and environmental challenges of our generation”. It is from this profound belief that Kering Group’s commitment to sustainability stems. The targets of the Group’s 2025 Sustainability strategy “Crafting Tomorrow’s Luxury” are also opportunities to create value for the Group, the Maisons, their customers and society as a whole.



OUR STRATEGY

Precious for the Future guides our action in three key social, societal and environmental areas where we know we have a significant impact and where we must drive positive change. In each of these areas, we have a north star – our primary goal – underpinned by several specific commitments. Together, they

provide a clear direction for how we intend to work with partners across our value chain to build a better and more resilient future. Everything we do is aligned with and informed by our values of Excellence, Team and Family Spirit, Integrity and Creativity.

RAW MATERIALS WHERE DO THEY COME FROM?

From a transparent and resilient supply chain



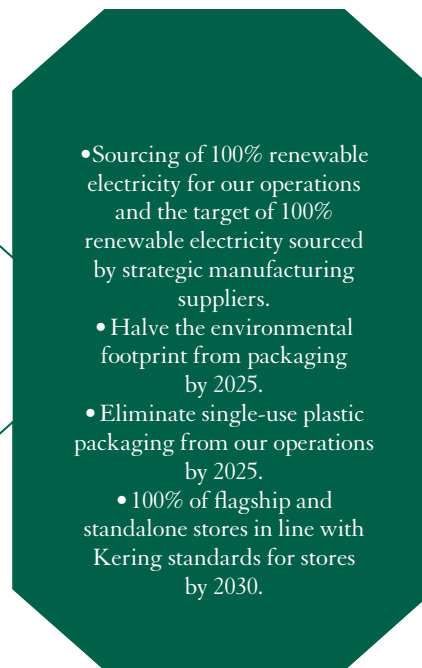
- 100% of strategic suppliers aligning with our highest sustainability standards and the Kering Code of Ethics.
- 1% of gold purchases dedicated to funding responsibly mined gold and extraction mitigation initiative in the gold industry since 2018.
- Establish the Boucheron Fund for Education to support community development and climate resilience in mining communities, supporting 50,000 children annually by 2030.

**100% TRACEABILITY
FOR KEY RAW MATERIALS
BY 2025**



OPERATIONS HOW DO WE WORK?

With responsible and innovative operations



- Sourcing of 100% renewable electricity for our operations and the target of 100% renewable electricity sourced by strategic manufacturing suppliers.
- Halve the environmental footprint from packaging by 2025.
- Eliminate single-use plastic packaging from our operations by 2025.
- 100% of flagship and standalone stores in line with Kering standards for stores by 2030.

**40% REDUCTION
OF OUR ENVIRONMENTAL FOOTPRINT
BY 2025¹**



PEOPLE WHO IS BEHIND OUR MAISON?

In a diverse and inclusive organization



- All members of the executive team to have received reverse mentoring by 2022.
- All managers with recruitment responsibilities to have undertaken inclusive recruitment training by 2025.
- Continue to ensure gender parity across global organization and leadership.
- Open up our doors to 50 students from underprivileged socioeconomic backgrounds annually, to gain inspiration and work experience.

**REACH A 90%
INCLUSION INDEX SCORE
BY 2025**

“CORPORATE SOCIAL RESPONSIBILITY IS A LONG JOURNEY, WE ARE IN A PERMANENT FIELD OF LEARNING AND EXPLORATION. SUSTAINABILITY ASKS US TO BE RESILIENT AND HUMBLE TO BRING TOGETHER FORCES TO GO FURTHER BY ADOPTING NEW APPROACHES.”

HORTENSE JOSSEMAND,
SUSTAINABILITY MANAGER



BOUCHERON SUSTAINABILITY STRATEGY

¹ Operations: 40% reduction in our environmental footprint by 2025 from a 2015 baseline.

SUSTAINABILITY GOVERNANCE

To ensure sustainability is at the core of the business strategy and infused throughout the organization in order to obtain a mindset change, we appointed in 2020 a dedicated sustainability team attached to the CEO Office and reporting directly to the CEO, Hélène Poulit-Duquesne, through the Transversal Projects Director in charge of Sustainability.

With this team, Boucheron aims to embed Sustainability at the highest level of the company, where strategic decisions are taken and can have a long-lasting positive impact on the planet.

In addition to having a direct reporting line with Boucheron's CEO, the Sustainability function also reports to its parent company Kering, which sets out the strategic framework for the sustainability of its Maisons, through the Crafting Tomorrow's Luxury Strategy 2025. Drawn up in 2017, the second chapter of Kering's group sustainability strategy comes under three pillars: Care, Collaborate and Create, which aims at developing a more sustainable and responsible luxury.

Through the Care pillar, Kering and its Maisons are taking steps to reduce their environmental footprint and preserve the planet and its natural resources by using innovative tools, new practices and original methodologies, and by applying stringent standards. Through the Collaborate pillar, Kering and its Maisons safeguard their rich heritage, promote parity and diversity and strive to be renowned as exemplary employers, because we are convinced that close collaboration with our stakeholders ensures higher economic, environmental, ethical and social performance. Finally, the Create pillar means creating innovative alternatives, driving change to influence the entire industry and sharing knowledge using an open source approach.

Sustainability is represented at every level of Kering's governance, from the Board of Directors and the Sustainability Committee to the managers of

its Maisons and the Sustainability Leads. Altogether, some 50 members of Kering's staff are involved in implementing the Boucheron road map and providing ongoing support to the Maisons. The Sustainability Leads and their teams meet once a month through the dedicated "Sustainability Network Meeting", to exchange news, share best practices and draw inspiration from new sustainability topics.

In addition to the Sustainability Network Meetings, Boucheron – like all other Maisons – organizes an annual "Sustainability Review" between its CEO, its Sustainability team and Kering's Chief Sustainability Officer, Marie-Claire Daveu. The Sustainability Review is an opportunity for Boucheron and Kering to discuss the progress made toward its sustainability targets, as well as to fully appreciate how Kering can better support the identified needs in terms of sustainability expertise, resources or any other topic on which Kering can bring additional support.

Many internal stakeholders contribute actively to Boucheron's sustainability actions across the organization. A transversal Sustainability Committee, composed of Sustainability leads from each department, is responsible for making headway on the Maison's sustainability road map.

We keep ourselves accountable for our progress on our Sustainability journey through the following governance structures: our Sustainability Committee reports bi-annually directly to our CEO and Senior Executive Leadership team to inform and discuss progress against our targets.

The objective of this governance is to promote a culture of dialogue to ensure sustainability stays at the heart of our discussions and to ensure alignment on set objectives. Sustainability is a positive challenge for all internal and external stakeholders of the Maison.



WHERE

RAW MATERIALS

WHERE DO THEY
COME FROM?



FROM A TRANSPARENT
AND RESILIENT SUPPLY CHAIN

WHERE RAW MATERIALS

To preserve what is precious, our supply chain needs to be transparent. By going to the source, we can make sure that the metals and natural stones that we use have a positive impact at every step of the journey – and that we can support resilience in our sourcing communities and the environment. We collaborate with suppliers and peers to create the industry-wide change that is needed.

THE CONTEXT

Most of the gemstones and precious metals that we use are found only in certain regions of the world. Their supply chains can be complex and opaque and present a variety of risks where they are mined. Poor extraction methods can lead to serious harm to the environment (water pollution, loss of biodiversity, etc.) and to people (health and safety risks, lack of living income, etc.).

Many of the regions from which we source our raw materials are on the front line of climate change and extreme natural events. Our sourcing communities are typically at risk of unpredictable weather, stress on soils, forests and fresh water, and unstable livelihoods for their people. There may be intense pressure on families to find all sources of income – sometimes at the expense of children's education.

We have a responsibility to take a lead on improving lives in mining communities where we source, and support them to adapt to climate change by building environmental and social resilience for a thriving future.

TRANSPARENCY IS
KEY TO HAVE A
MORE RESPONSIBLE
VALUE CHAIN

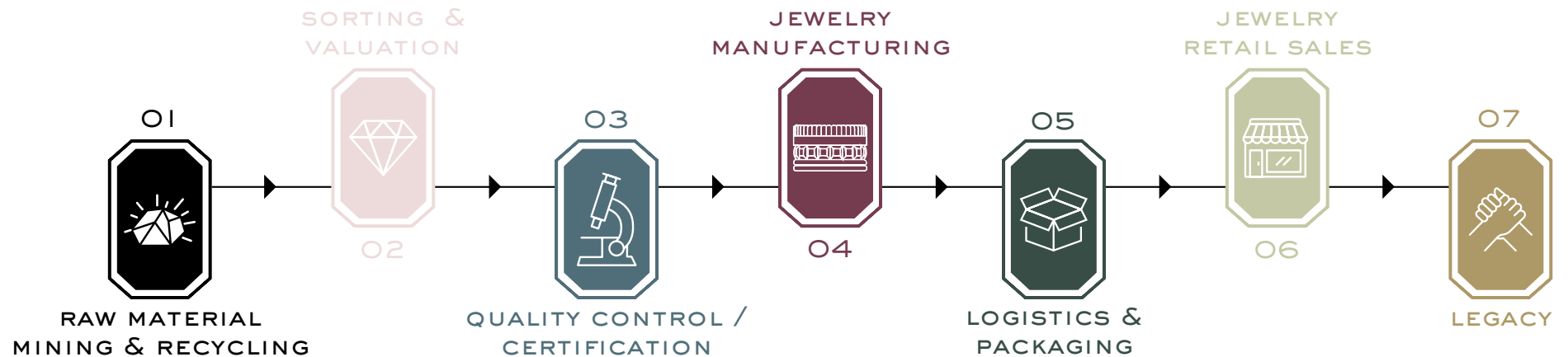


WHERE RAW MATERIALS

OUR VALUE CHAIN

Our value chain is made up of **several key stages, from mining and processing of precious raw materials to manufacturing**, and involves numerous external stakeholders. A major part of our environmental impact (as calculated through our Environmental Profit & Loss tool for measuring and quantifying the environmental impact of activities, see page 20) is within the Jewelry value

chain, thus outside of our direct control. **Collaboration with our partners is therefore essential** to reduce our impacts on the environment, while ensuring that we can positively impact people and society.



OUR APPROACH

Our main aim is to ensure **the highest possible standards throughout our supply chain**. Our strategy to achieve this consists in uncovering the **full traceability** of our supply chain – by identifying all the actors and processes involved in each stage that key materials go through before we buy them. Boucheron set a target to have **100% traceability for its key raw materials by 2025**; these include **gold, platinum, diamonds and colored gemstones for the Jewelry line**. This traceability will support **a clear picture of the impact of our business** on the planet and people in our supply chain in order to put in place direct actions to **raise environmental and ethical standards**.

We regularly conduct a risk assessment within our strategic raw materials supply chains. This exercise includes the identification of risks related to human rights and fundamental freedoms, health and safety, ethics and the environment. Furthermore, our EP&L tool helps us to analyze raw materials data to identify the environmental impacts of key stages from our supply chain in different countries.

100% TRACEABILITY FOR KEY RAW MATERIALS BY 2025

OUR STANDARDS

We undertake to respect our high standards and require that all of our suppliers and partners do so too. All our raw material sourcing must abide by:

- **Kering Code of Ethics**

Link - <https://www.kering.com/en/group/our-governance/ethics-and-business-conduct>

- **Kering Standards for Raw Materials and Manufacturing Processes**

Link - https://keringcorporate.dam.kering.com/m/aa032ddf06e406e/original/Kering-Standards-for-raw-materials-and-manufacturing-processes_2021.pdf

- **Responsible Jewelry Council (RJC) Code of Practice (CoP) and Chain Of Custody (CoC)**

Link - <https://responsiblejewellery.com/standards/code-of-practices-2019/>

Link - <https://www.responsiblejewellery.com/wp-content/uploads/RJC-CoC-2017-V2-Standard-Guidance-3-1.pdf>

- **The OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance – in progress)**

Link - <https://www.oecd.org/corporate/mne/mining.htm>

- **The Kimberley Process**

Link <https://www.kimberleyprocess.com/>



WHERE RAW MATERIALS

RAISING STANDARDS WITH AUDITS

We want to ensure **100% of strategic suppliers align with our highest sustainability standards and the Kering Code of Ethics**. All of our direct suppliers are certified RJC CoP or are in the process of certification. This certification is a requirement in order to have a commercial relationship with Boucheron. A third party is mandated by the RJC to conduct an independent audit every three years. The certification is based on the Code of Practice.

We commission rigorous auditing of our Jewelry manufacturing, raw material and packaging supply chains through the Kering Supply Chain Security and Audit team. The due diligence is done on the full supply chain for Jewelry manufacturing and packaging, including sub-contractors, and until our traceability allows for raw materials. Audits are conducted every two years if no nonconformities are found.

Audits check three thematic areas: Social, Environment and Security. This gives assurance to our sourcing strategy and indicates where we must take corrective action if we find suppliers failing to meet our standards. If we find any noncompliance, audits take place more frequently until issues are remediated.

If critical issues are detected during the audit, and after putting in place the entire management process, Boucheron reserves the right to terminate the contract if a supplier refuses to put in place the remediation action plan in case of high nonconformity or fails to meet a requirement defined as essential by the Maison.

Kering provides technical support – training and a suppliers' platform – to help our suppliers learn and adopt best practice. As part of our Group Sustainability strategy, Kering is committed to ensuring that Kering standards for raw materials and manufacturing processes are 100% implemented by strategic suppliers by 2025.

COLLABORATING WITH OUR PEERS

Collaborating with our suppliers and with our peers across the industry is vital because of the current complexity and opacity of the Jewelry industry. The transparency of our industry requires a collective and coordinated effort for all stakeholders to work together to help make scaled change toward a fair, ethical industry which respects and conserves the natural world, provides responsible employment and supports the lives of the communities it touches.

Professional Union are key to engage the industry at national level. Thanks to the “Union Française de la Bijouterie, Joaillerie, Orfèvrerie et des Perles” launched the “Club RSE” in 2022. The ambition is to engage the industry in Corporate Social Responsibility with four priorities: sensibilize, train, finance and act. In February 2023, Boucheron has been invited to present the Impact Report to the key industry players.

Boucheron joined the Responsible Jewelry Council in 2006, before becoming RJC CoP certified in 2011.

As industry collaboration was especially needed in the colored gemstone industry, along with Kering, we became a member of the Coloured Gemstones Working Group for several years to unite the gemstones and Jewelry industry through shared commitments that catalyze positive change, for people and the planet.

In 2021 Kering, Cartier and the RJC founded the Watch and Jewelry Initiative 2030 to bring together global Watch and Jewelry players committed to common goals of climate resilience, natural resources preservation, and inclusiveness.

WATCH & JEWELLERY INITIATIVE 2030

During 2022, Kering and Cartier officially launched the Watch and Jewellery Initiative 2030. The coalition started with more than 25 member companies at the end of 2022. The Watch & Jewellery Initiative focused on three main pillars: climate resilience, preserve natural resources and foster inclusiveness. The aims of the Initiative are to bring about on the basis of the industry a shared set of key sustainability targets. The initiative is firmly committed to supporting transparency with the requirement of regular reporting on progress made. It will also help members to respond to the growing expectations of stakeholders, in particular customers, civil society and regulators, with regard to environmental, social and ethical practices. Boucheron is actively engaged in the initiative with an active contribution to the workshop to create a common statement for the industry.

BOUCHERON GOLD

In 2022, 86% of the products we sold were made of gold. Approximately 20 million people worldwide make their living from artisanal and small-scale gold mining (ASM). Boucheron and Kering are therefore committed to limiting their purchases to gold obtained through activities that minimize harmful impacts on the environment, while generating opportunities for local communities.

100% RESPONSIBLY SOURCED

Since 2020, our **gold is 100% responsibly sourced through the Kering Responsible Gold Framework**, following a significant effort to increase this proportion since the Framework's creation in 2015. The Kering Gold Fund totaled 2,549 tons in 2022, bringing the volume of responsible gold purchased to more than 11 tons since the platform was launched by Kering.

The Framework was created to procure responsible, ethical, conflict-free gold across the entire Group, in line with the Kering Standards. The second objective is to support responsible gold producers and contribute to their development. Mining communities are supported through the Kering Gold Fund.

100% RESPONSIBLE GOLD

KERING GOLF FUND

Boucheron donates a 1% premium contribution from our gold purchases to the Kering Gold Fund to support a wide variety of social, ethical, and environmental projects in key sourcing communities.

The fund finances sustainability projects in certified Artisanal and Small-Scale Mines (ASMs) to encourage them in their sustainability journey. It also provides financial and technical support to ASM communities working toward responsible mining. Indeed, there are still only a limited number of accredited mines around the world, so we believe it is particularly important to make sustainable extraction the norm. Women empowerment programs have also been sponsored to help build resilience in mining communities.

Moreover, sustainable practice alone cannot negate our impact on the environment. This is why vital nature-based regenerative programs are also being financed by the fund (see case study).

In 2022 and 2023, the Kering Gold Fund provided support for three projects in partnership with mines focused on: reforestation, promoting women's independence and supporting artisanal gold mine to improve their local environmental practices.



WHERE RAW MATERIALS

SUPPORTING RESPONSIBLE ARTISANAL MINING

In 2022, about 95% of the gold we used was recycled, thereby reducing our environmental impact. Our recycled gold comes from selected refineries adhering to the Kering Ethical Gold Framework and certified RJC Chain of Custody. Furthermore, refineries have been audited on Business Ethics subjects. As for extracted gold, we conduct proper due diligence to ensure the recycled gold in our mix is **responsible and conflict-free**.

The remaining **5% is sourced from selected verified, small-scale artisanal mines,** which are either certified FairTrade, FairMined, or RJC CoC, or artisanal mines meeting Kering's strict ethical and environmental standards. We purposefully maintain a portion of extracted gold with full traceability to proactively support responsible practice in the gold industry.

Today, approximately 20 million people worldwide are engaged in artisanal and small-scale gold mining, which is key to supporting their livelihood. Sourcing gold from these selected small mines can improve and help drive positive practices in gold mining, such as ensuring that all operations are mercury-free (or, as a transition, with responsible and controlled usage of chemicals), water is used responsibly (closed water circuit to drastically reduce water usage) and health and safety precautions are rigorously observed. In 2021, fewer than 30 mines in the world were FairTrade or FairMined certified, generating a very small portion of the global gold extraction. We believe that supporting responsible practice in these artisanal mines is key as they provide vital jobs, and properly managed mining can generate responsible development for the mining communities.

REFORESTATION IN FRENCH GUIANA WITH KERING GOLD FUND

Since 2018, Kering and Boucheron have been supporting a reforestation project in French Guiana to rehabilitate five gold mining sites. The project goes beyond regulatory requirements, under which only 30% of the mined surface must be reforested. For the first time, ecological impacts are taken fully into account through 100% reforestation.

Partnering with nature-based solutions experts Athys and ecological engineers Solicaz, we are investing in a long-term program to restore watercourses, enhance soil fertility, and support the return of native animals and forest species. On top of responsible gold extraction through mercury-free processing and use of closed water circuits, this regenerative effort illustrates how gold mining can act to restore biodiversity.

In 2022, more than 90,000 trees were planted covering 131 hectares in total to restore 100% of the mining territory. Furthermore, a biodiversity recovery monitoring program is in place. Nature is allowed to take back its place and the sites have seen the passage of large mammals and the return of ant and amphibian populations. Reforestation of additional sites as well as biodiversity programs are planned for 2023 onward.



WHERE RAW MATERIALS



CLICK ON THE CAMERA
TO WATCH THE VIDEO



CASE STUDY

WOMEN EMPOWERMENT IN GHANA

WOMEN EMPOWERMENT IN MINING COMMUNITIES WITH THE KERING GOLD FUND

Since 2023, Boucheron along with Kering and its Maisons, have been supporting a women empowerment project in Ghana to enhance women's visibility, autonomy, and economic independence by increasing women's access to credit to engage in economic opportunities in and around the mines. Partnering with a local Civil Society Organization, Solidaridad West Africa, we are economically empowering women in mining communities to advocate for responsible mining especially the use of mercury. Up to 50% of the artisanal and small-scale gold mining workforce is women. Unfortunately, the needs of women on sites and within the communities are often ignored. Our engagement with Solidaridad is therefore key to creating positive change.

The program contributes to increasing the leadership, entrepreneurial, and financial literacy skills of women to create their own businesses. Solidaridad is also facilitating access to required support from relevant government and private institutions.

To increase access to finance for women, three village savings and loan schemes (VSLAs) in three mining communities have been established comprising 98 members. These groups will receive training in economic livelihood activities including soap making and, bread and pastries making so they can manage such businesses within their communities. Women in other mining communities are being mobilized to form VSLA groups. A Revolving Fund to complement their savings is being established for each group to increase loans that members may need to establish viable businesses.

To ensure acceptance of the project, men within the local communities are not left behind. They will be involved in gender inclusivity training to ensure that gender roles at the household level are effectively undertaken.



@SOLIDARIDAD WEST AFRICA

BOUCHERON DIAMONDS

Natural diamonds are one of this planet's most exquisite treasures. Born through a process taking billions of years, they are formed in rare locations under the earth's crust. While the history of diamond mining and production has been fraught with challenges, the industry has consolidated around a number of large mining companies which have significantly improved their standards over the last decades.

The diamonds we use in our Jewelry and Watches must come from suppliers which meet the RJC Code of Practice certification, and which respect our standards. Our diamond suppliers are also expected to comply with the Kimberley Process and World Diamond Council System of warranties. The Kimberley Process, established in 2003, has been instrumental in eliminating "conflict diamonds" sold by rebel groups or their allies to fund conflicts against legitimate governments.

However, we know that certifications and frameworks are not enough on their own. Assurance will only come when we obtain full traceability so that we can undergo proper due diligence to ensure that every actor or entity involved in the full extraction and manufacturing process is compliant with our standards.

Boucheron supports and values industry efforts toward more traceability and responsible practices, but we believe stronger momentum is needed to achieve transparency in the diamond industry. There are still concerns hanging over certain diamond-producing regions and mines, which is why full traceability down to the mine is a crucial target for us.

FULL TRACEABILITY OF ALL OUR DIAMONDS BY 2025

Since 2016, we have been working toward achieving **full traceability of all our diamonds by 2025**, and we are committed to obtaining accountability for our entire value chain, from mine to workshop. We know that complete confidence in this traceability is the way to be clear that our sustainability standards are met by our partners every step of the way – this then gives us the choice to work with partners to improve practices or to source from others. Following the geopolitical context and local conflict, traceability starts to be a key information for external stakeholders.

Boucheron has been driving traceability efforts in the diamond industry in close collaboration with industry players, leading various traceability pilots as early as 2019. Thanks to strong partners across the value chain and shared values and commitment, we have unveiled an exciting breakthrough in comprehensive and reliable diamond traceability for the industry, now showcased in our Étoile de Paris collection, and soon on our full bridal offer.

FULL TRACEABILITY BY 2025



CASE STUDY

TRACING THE JOURNEY OF
THE DIAMONDS IN THE ÉTOILE
DE PARIS COLLECTION

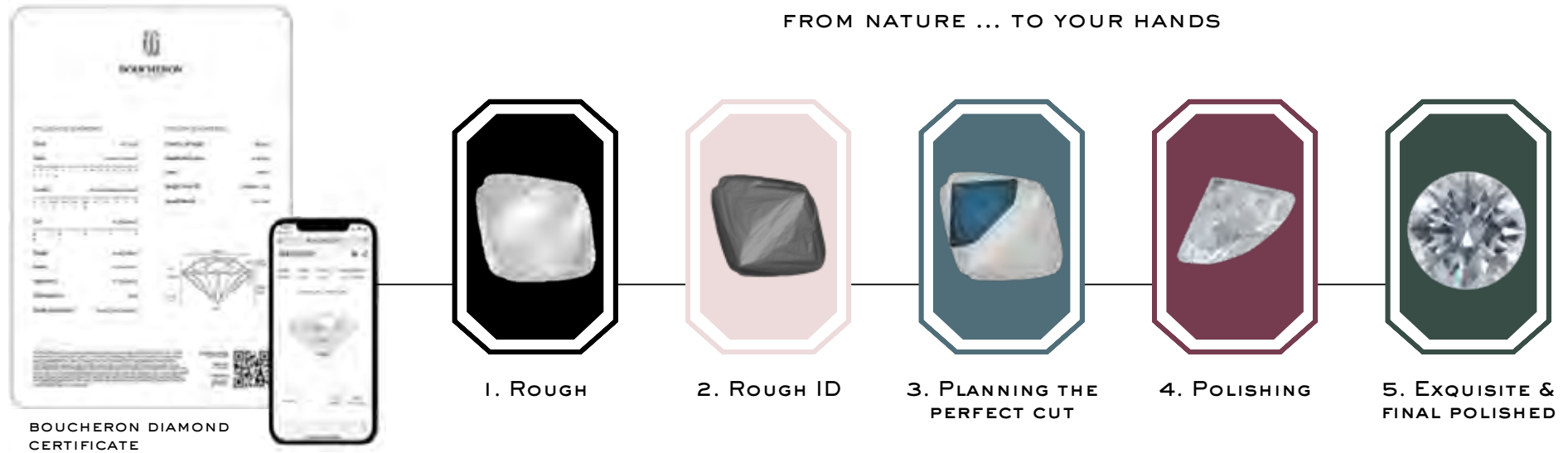
The Étoile de Paris collection launched in 2022, provided full traceability of its raw materials, from the center and paved diamonds to the platinum, certified RJC CoC.

The innovative traceability system for the center diamond was developed in partnership with Sarine Technologies, the world leader in diamond technology solutions. Thanks to its innovative Diamond Journey™ technology, it is now possible to identify the center diamond and track it through each stage of its life cycle.

Through this technology, we gain better control over our supply chain, ensuring our diamonds go through the hands of carefully selected partners, from the mine to the workshop, ensuring full compliance with our social and environmental standards. We can also give our customers the most advanced and reliable diamond traceability certificate available, where they can trace the unique journey of their stone on an interactive digital platform.

Sarine Diamond Journey™ technology will continue to be rolled out to the rest of the bridal collections from 2024.

[DISCOVER THE SARINE DIAMOND JOURNEY™](#)



A BOUCHERON DIAMOND'S JOURNEY

Beyond traceability, this quest for greater transparency is also an opportunity for us to offer further support to our partners' societal and environmental projects. Indeed, traceability enables us to choose who we do not want to be associated with, but also who we want to support should they share the same values and commitment as us, and put people and the planet at the heart of their activities.

As an example of a positive diamond journey, the center stones featured on the Étoile de Paris solitaire launch were recovered by the marine operations of De Beers in Namibia. Said to be some of the most beautiful diamonds in the world, these diamonds were then handed over to our partner Andre Messika's manufacturing operation in Namibia for the cut.

The factory employs approximately 50 experienced and highly skilled employees. Of these, 28 are hearing-impaired and a further eight are wheelchair users, making them the largest employers of people with a disability in the country. The factory has been adapted to ensure that employees are able to perform at the peak of their ability.

Furthermore, the factory worked on measuring their carbon footprint within the factory and beyond.

The stones are then polished in a top-class facility in India, the home of diamond craftsmanship, before being carefully sorted, graded and their traceability data checked.

[WATCH A VIDEO ABOUT OUR PARTNER](#)



@ANDREMESSIKA

BOUCHERON COLORED GEMSTONES

The sourcing of colored gemstones – including emeralds, rubies and sapphires – poses one of the greatest current challenges to the Jewelry industry in terms of traceability and transparency. Colored gemstones are mined in at least 47 countries around the world, with 80% of stones coming from artisanal and small-scale mines, according to United Nations estimates. They are traded, cut, polished, and sold in various hubs around the world, often changing hands many times before being set on a piece of Jewelry.

Jewelry lines, where we have a recurring sourcing in place, **have been the priority focus of our supply chain traceability endeavors, from the mine to finished products.** Strong partnership and collaboration with our suppliers have been instrumental in our traceability journey where we can ensure responsible practice at each step of the value chain. Following a robust year of growth, Boucheron has maintained more than 60% traceability of the colored gemstones and mother-of-pearl used in our Jewelry lines in 2022 (excluding High Jewelry stones): **we are committed to reaching 100% by 2025.**

Traceability of colored gemstones remains a **challenge, especially for stones coming from artisanal and small-scale mines**, as traceability is often lost in the opaque and complex value chain. Therefore, on top of continuing our journey toward full traceability, broader industry effort is necessary to ensure solutions at scale.

Boucheron is also engaged in excluding gemstones originating from territories exposed to conflict or civil war. To be aligned with our statement, we have stopped sourcing stones from Russia, Afghanistan and Myanmar. We know that removing this source of income has a real impact on local communities but cannot do otherwise when the geopolitical context does not allow us enough transparency to maintain our sustainability standards, or when the sourcing of our raw material could lead to financing conflicts.

DEDICATED GOVERNANCE FOR TRACEABILITY

To build a more transparent and resilient supply chain, Boucheron put in place dedicated governance for traceability. Traceability is a transversal project, the Sustainability Department is in charge to engage and coordinate internal key shareholders. The committee is composed of two main sponsors at executive committee level: Marketing Department and Operations Department. A devoted core team is allocated to reach the goal and composed of composed of Operations, Marketing, Information System and Sustainability Department. Every two months a steering committee is scheduled to report to the sponsors regularly on implementation of traceability in raw materials sourcing. A dedicated committee also oversees the deployment and operational aspects.



CASE STUDY

MOTHER OF PEARL AND SOUTH
SEA PEARLS SUSTAINABLY
FARMED IN AUSTRALIA

MOTHER-OF-PEARL AND SOUTH SEA PEARLS SUSTAINABLY FARMED IN AUSTRALIA

Since 2020, we have worked with the Paspaley Pearling Company in the Kimberley region of Western Australia which is our largest supplier of sustainably harvested oyster pearls and mother-of-pearl from its Marine Stewardship Council-certified pearl fishery.

Founded over 90 years ago and still family-owned, they have seen first-hand the relationship between the natural environment and the pearl.

A high-quality environment is required to produce high-quality pearls. Paspaley observes a high level of environmental standards, which are of critical importance to its operations, and are certified by the Marine Stewardship Council (MSC). The standard comprises three core principles against which a fishery's performance is assessed: the status of the fish stock, the impact of the fishery on the marine eco-system, and the management system overseeing the fishery. Our partner provides assurance that their products are fully traceable back to a sustainable fishery. In 2023, Paspaley has successfully been re-certified by MSC until 2028.

In recent years, the Australian government established the world's largest system of protected marine reserves. These encompass the entirety of the Kimberley region in which Paspaley operates. The industry regularly conducts audits and research on Paspaley's environmental performance. Paspaley has been assessed as the only commercial fishery compatible with these environmental priorities.

The fishery is very selective. The oysters are hand-collected by divers resulting in no wasteful by-catch and no impact on the seabed. The oysters are then assessed for suitability by each ship's captain, with oysters below the minimum size and large breeding oysters being returned to the ocean.

Paspaley's sustainability journey continues with plans to develop a Sustainability Strategy and Report that will track key sustainability objectives and metrics. This strategy will outline Paspaley's approach to assessing and managing ESG impact for its direct operations and supply chain and will be supported by targets and initiatives.



BOUCHERON INITIATIVE

BOUCHERON FUND
FOR EDUCATION

BOUCHERON FUND FOR EDUCATION

As we believe we share a responsibility for the development of mining communities, we established the Boucheron Fund for Education in 2021 to support several programs to build social and environmental resilience through education.

BOUCHERON FUND FOR EDUCATION

Boucheron supports the not for-profit **association PARTAGE** in its mission to remove obstacles to the children's overall development, enabling them to be educated, cured, fed and protected, as well as fostering the development of their communities. The strength of PARTAGE is to cooperate with 27 independent local partners for the defense of children's rights at community level. The French international solidarity organization, founded in 1973, is recognized as a public utilities association (French legal status) and free from any political or religious affiliation.



Since 2021, we have granted a contribution to the project Cantines du Monde, which helps to establish free school canteen, thus providing nutritious meals for children in countries vulnerable to malnutrition. Our donation has funded the school Ecole des Salines in Tuléar, Madagascar, operated by their local partner Bel Avenir. Having regular free school meals is another reason for parents to send their children to school and ensure they are allowed an education.

2023 key achievements:

- 1,400 meals per day
- +9,5% children joined the school in September 2023
- A committed community around the local school



@BELAVENIR



BE PART OF A GLOBAL PROGRAM

In addition to our contribution to the school-canteen at Ecole des Salines, we extended our partnership in 2022 to also support a program dedicated to children in street situations in Ouagadougou, Burkina Faso. Burkina Faso is facing an unprecedented humanitarian and security crisis leaving thousands of kids onto the streets, thus even more vulnerable to exploitation and violence. Faced with reduced access to basic social services, local actors must develop new strategies to establish domestic child protection mechanisms.

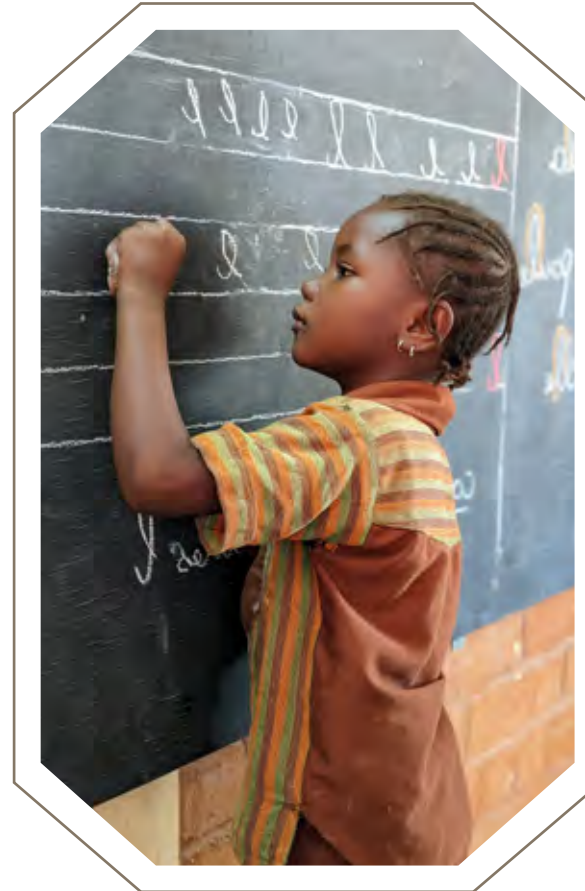
Co-defined and deployed by PARTAGE's partner KEOOGO, the program provides educational, nutritional, health and psychological support to extremely vulnerable kids, victims of child labor or in street situations, and fosters their resilience.

The Boucheron Fund for Education provides emergency funding to this program while acquiring a more in-depth understanding of the issues and challenges faced by children in different communities.

2023 key achievements:

- 27 Children reintegrated into their families
- Renovate and improve safety of the "Village Beogo-Tiengo"
- Daily operations of the KEOOGO medical center benefited to over 3,806 children and adults

**SUPPORT 50,000
CHILDREN ANNUALLY
BY 2030**



@PARTAGE





RAW MATERIALS OUR TARGETS AND PERFORMANCE

OUR TARGETS AND PERFORMANCE

BY 2025, 100% TRACEABILITY
FOR KEY RAW MATERIALS

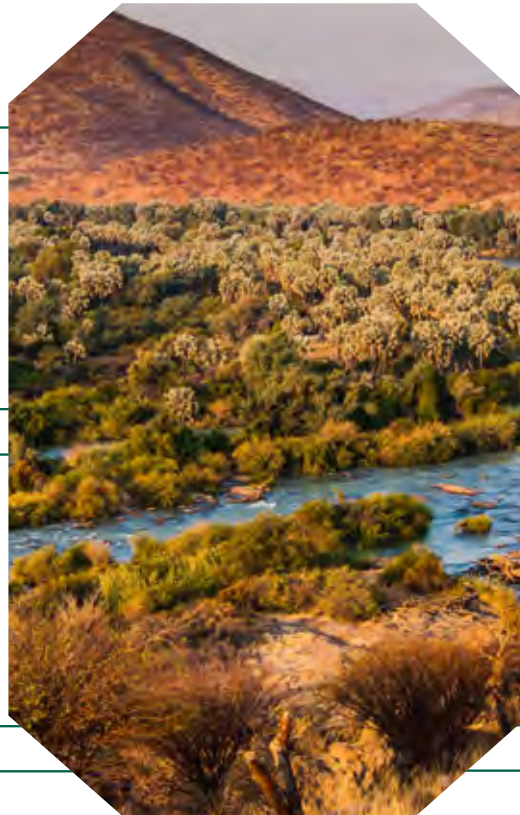
ONGOING

100% OF STRATEGIC
SUPPLIERS ALIGNING WITH
OUR HIGHEST SUSTAINABILITY
STANDARDS AND THE KERING
CODE OF ETHICS

ONGOING

1% OF GOLD PURCHASES
DEDICATED TO FUNDING
RESPONSIBLY MINED GOLD
AND EXTRACTION MITIGATION
INITIATIVES IN THE GOLD
INDUSTRY

ACHIEVED



CONTINUE TO SOURCE
90-95% OF GOLD FROM
RECYCLED SOURCES, AND
5-10% FROM ARTISANAL
MINES MEETING KERING'S
STRICT ETHICAL AND
ENVIRONMENTAL STANDARDS
CERTIFIED RJC CoC,
FAIRTRADE, FAIRMINED

ACHIEVED

ESTABLISH THE BOUCHERON
FUND FOR EDUCATION
TO SUPPORT COMMUNITY
DEVELOPMENT AND CLIMATE
RESILIENCE IN MINING
COMMUNITIES, SUPPORTING
50,000 CHILDREN
ANNUALLY BY 2030

ONGOING

OUR NEXT CHALLENGES

We still have many levers to activate to reach full traceability for our key raw materials. Diamonds will be our key focus, following the launch of our first traceable solitaire. The Boucheron certificate powered by Sarine Diamond Journey technology will continue to be rolled out to the rest of the bridal collections from 2024. We will continue to pilot traceability solutions on m  lee diamonds as the industry is quickly shifting, offering more and more transparency.

While we are moving forward on achieving 100% traceability, it is clear that stronger collaboration with our suppliers and partners along the value chain will enable us to have greater transparency regarding environmental, social and societal impacts and to act on them. Boucheron has developed relations with new strategic suppliers. We engage and make sure our strategic suppliers are aligned with our highest sustainability standards and the Kering Code of Ethics. In future we need to go further and ensure the same across the full value chain.

We will carry on our support for a responsible gold industry, ensuring the 1% of gold purchases donated to the Kering Gold Fund continues to drive sustainable practice in gold mining. We also want to play our part in raising the standards of what we expect from sustainable gold.

Finally, we believe that the Boucheron Fund for Education will enable us to support more and more projects to reinforce mining communities' resilience and development through education. Our goal is to ensure artisanal and small-scale mining communities have what they need to advance toward a better future, while preserving their environment.



HOW

OPERATIONS HOW DO WE WORK?

THROUGH RESPONSIBLE AND
INNOVATIVE OPERATIONS

HOW OPERATIONS

Innovation and creativity are at the heart of who we are. We bring this approach to how we do business in a responsible way – from our creations to reducing energy and waste, to redesigning how we sell our Jewelry.

THE CONTEXT

We believe that optimizing our operations, and incremental effort will not be enough to reach our sustainability ambitions. This is why innovation, which is part of our unique DNA, will be key to allow us to do business more responsibly.

At Boucheron we lead the design and creation of our collections from our atelier headquarters in Paris in close collaboration with a worldwide network of suppliers, including our principal manufacture partners in Western Europe. The business is also responsible for 85 boutiques worldwide, delivering the quintessential Boucheron customer experience.

Reducing carbon emissions is the backbone of this strategic pillar. We must reduce our carbon footprint starting with our immediate operations, including the design and manufacture of our products, our offices, boutiques and packaging materials. **Our targets are to reduce our absolute Scopes 1 and 2 emissions by 90% and our Scope 3 emissions by 70% intensity by 2030 from a 2015 baseline.**

We must reduce the carbon impact of our offices, warehouses and boutiques and cut our waste. Bringing all our employees on this journey with us – through training and communication – will be fundamental. We are also supporting our key suppliers with their transition to renewable energy.

REDUCE OUR ENVIRONMENTAL AND CARBON FOOTPRINT

OUR ENVIRONMENTAL FOOTPRINT

Since 2012, our environmental performance has been tracked and measured through the Environmental Profit and Loss (EP&L) account, an innovative tool developed by the Kering Group. The EP&L is a key enabler of a sustainable business model, and one that Kering wishes to share with its peers in the Luxury industry and other sectors. The methodology was first developed to help measure and understand the impact on natural capital across the value chain, from raw materials to use to final product. The EP&L measures six environmental indicators:

- air pollution,
- GHG emissions,
- land use,
- waste,
- water consumption,
- and water pollution,

along the entire value chain, thereby making the various environmental impacts of the Group's activities visible, quantifiable and comparable. These impacts are then converted into monetary values to quantify the use of natural resources. Kering and its Maisons can thus use the EP&L to guide their sustainability strategy, improve its processes and supply sources, and choose the best-adapted technologies.

Because the EP&L is a tool for the greater good, Kering is sharing its 2022 results and methodology with other companies, in its own industry and beyond, to encourage a general movement toward greater sustainability. The methodology is continually evolving to take into account the lessons of previous years.

Boucheron recognizes the EP&L's extraordinary value in influencing our product design, sourcing decisions, and manufacturing research and development, as it is a key tool in making decisions both for day-to-day operations and high-level strategy. Monitoring and measuring the EP&L impact areas allows us to understand our most significant risks and guides us in determining the most appropriate strategies and investments which will have the most benefit for climate and nature. This methodology provides greater transparency around the Maison's footprint for many stakeholders.

The EP&L methodology knows every year methodological improvements or changes in scope to provide more detailed information. For the 2022 results, information presented is based on adjusted methods and estimates due to new life cycle assessment study and an update on EEIO – Environmentally Extended Input Output – contrary to results from 2015 to 2021 based on a similar methodology.

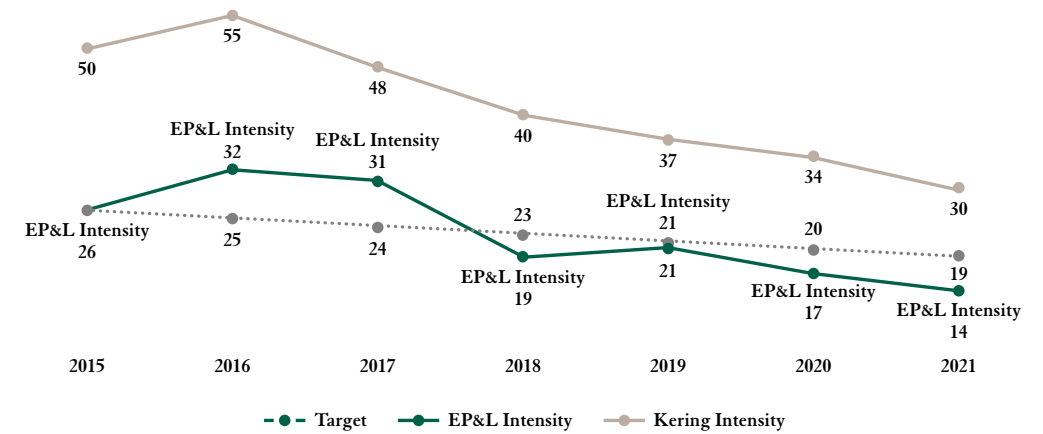
BOUCHERON EP&L IMPACT ACROSS TIERS AND IMPACT AREAS (2022)



Our major impacts are in our supply chain (95% – from Tier 1 to Tier 4), particularly in raw material mining and production, representing together more than half (54%) of the value chain's footprint. Looking at the graph above, GHGs and water pollution are the most impactful environmental indicators, representing together 77% of the total. Contrary to our own operations, which are only responsible for 5% of our environmental impact.

Our target was to reduce our EP&L intensity by 40% by 2025 (from a 2015 baseline) and we achieved the target four years in advance in 2021.

EVOLUTION OF EP&L PERFORMANCE INTENSITY² AGAINST -40% OBJECTIVE (2015-2021)



To date, Boucheron EP&L intensity has **decreased by 48% between 2015 and 2022**. Our management compensation is tied to the achievement of this goal.

Our ambition now is to conduct deep trajectory analysis and **define new ambitious targets for 2025, 2030 and 2050**.

² EP&L Intensity: € EP&L per € 1,000 revenue (intensities based on EP&L results calculated using the 2021 methodology).

Based on EP&L results 2022, our main impact on the environment is GHG emissions, which account for 44% of both our own activities and the supply chain. Therefore, defining a carbon strategy for our operations is a strategic challenge.

ACHIEVING CARBON NEUTRALITY FOR OUR OPERATIONS

The world is at a critical point and we must all play our part to cut greenhouse gas (GHG) emissions and accelerate the transition to a low-carbon economy. Scientists hope to halve global GHG emissions by 2030 and reach net zero by 2050. Net zero means emissions are offset by greenhouse gas (GHG) removed from the atmosphere. In the future, Boucheron will define a carbon strategy in alignment with Kering's Climate Strategy.

Thanks to the EP&L, we can identify our major key levers to reduce our carbon impact: electricity, energy efficiency, transportation and manufacturing. Our main impacts are located in our supply chain. A strong partnership with the operations team and our key strategic suppliers is key to reach our target.

Furthermore, we are switching our **own operations to 100% renewable electricity by 2025**. We are already at 100% since 2020 where possible except South Korea (South Korea needs to adapt its own schemes for retail actors), our teams are challenging themselves to rethink their approach to designing our products and our packaging, display and point-of-sale items – considering innovative materials, lower carbon options and fully recyclable, recycled or renewable content.

Since 2018, we have offset our Scope 1 (refers to direct emissions attributable to on-site usage) and Scope 2 (refers to indirect emissions resulting from electricity, etc.) emissions, and since 2021 we have included Scope 3 (refers to emissions resulting from logistics, suppliers, emissions, manufacturing, etc.) emissions to be carbon neutral, while we work on reducing them. The offset program enables us to scale-up nature-based solutions for the climate, in particular through the provision of support for several primary forest protection projects in developing countries, or through support to regenerative farming practices in France. All projects supported by Boucheron are certified by a third party such as the Verified Carbon Standard ("VCS") or Gold standard. Not only does this generate carbon credits, it also provides substantial support for local populations and the protection of biodiversity.

Following Kering's science-based 1.5°C-aligned target, we are committed to reducing our absolute Scopes 1 and 2 emissions by 90% and our Scope 3 emissions by 70% intensity by 2030, based on our 2015 emissions. The EP&L 2022 results show that 5% of our GHG emissions come from **our direct activities (Scopes 1 & 2) and 95% from the supply chain (Scope 3)**. The turning point will be to engage all the value chain and shareholders to reduce our emissions.

REDUCE OUR ABSOLUTE SCOPES 1 AND 2 EMISSIONS BY 90%

BOUCHERON BOUTIQUES

While green energy is a key lever to mitigate our emissions, we are convinced energy efficiency will be key to systemically reducing our energy consumption. To do so, we work closely with our store design and planning team to drive sustainable change in the way we build our boutiques and offices.

Every new project and renovation will strictly follow the Kering Standards for Stores with the target of having the standard fully implemented in all our standalone boutiques worldwide by 2030. All of our new flagship stores will have to obtain ambitious certification, with a target of LEED Gold or Platinum / BREEAM Very Good.

26 PLACE VENDÔME

Our iconic headquarters since 1893, the historic Hôtel de Nocé at 26 Place Vendôme, brings to life the quintessential spirit of Boucheron, with a blend of contemporary design, works of art and vintage finds. The building went on to be listed as a historical monument in 1930. Designed like a family home, it was renovated with inimitable style, unveiling the original volumes and spirit of the building.

Thanks to a strong mobilization and commitment at Boucheron and Kering Group, we are glad to announce the Very Good Breeam In-Use Certification of our iconic flagship. The journey was a challenge for our historic site to improve the environmental footprint of the building.

We still have workshops on the top floor and the building is full of little surprises, like the beehives on our roof which give a home to Parisian pollinators and their delicious honey!

FROM PARIS TO TOKYO

Since 1973, the Maison has been established in Japan. The new Ginza offers a unique immersive experience. The facade reinterprets the architectural codes of the “Jardin d’Hiver”. This is an iconic architectural element located in the historical flagship store at 26, Place Vendôme in Paris, echoes of the structure and spirit of a traditional European winter garden. The new Ginza is an ode to nature at every floor, the flagship allies traditions, know-how and innovation.

Aligned with our objective, we have already submitted the application to LEED and are awaiting the results of the certification.

KERING STANDARDS FOR STORES

As part of the 2025 Sustainability Strategy, “Crafting Tomorrow’s Luxury”, Kering committed to reducing its overall environmental impact by 40% and its controlled greenhouse gas emissions by 90% between 2015 and 2030. Each year Kering publishes its progress on achieving these ambitious goals in its Universal Registration Document.

An important impact of Kering’s activities on the environment is related to renovating and operating the more than 1,600 stores around the world. This is where we have the most leverage to decrease direct energy use and direct waste production, for instance.

The Kering Standards for Stores are a set of documents and tools providing guidance on how to reduce the environmental footprint of stores in all the phases of their life, from negotiations with the landlord, through the design and construction phase, their operational life and the renovation or dismantling.

We want our stores to be fully sustainable, showcasing that a luxury store can be beautiful, comfortable, functional and attractive, while also being constructed, operated, renovated and dismantled with limited amounts of energy and water, and producing minimal amounts of non-recyclable and non-reusable waste.



CASE STUDY

NEW PACKAGING

REVEAL OF THE NEW PACKAGING

After 18 months of research and development, the new packaging was launched in June at 26 Place Vendôme. This new collection reinvents the concept of the jewelry case, pioneering once again.

From 12 references of traditional jewelry boxes to 7 new references boxes, from 15 components (including white boxes) to 3 components (including a recycled cotton pouch), the divided by four.

The new jewelry case is made of just two materials, both natural and recyclable: aluminum and wool felt. We are aware that whether a material can be recycled or not depends on the recycling system set up by the State. With the new collection, the teams have also carried out an inventory of inserts to optimize production and use.

The aluminum is composed of between 15-20% of recycled aluminum (mainly from post industrial recycled). The strongest of the aluminum is to be fully recyclable. Felt offers the advantage of requiring neither glue nor stitching, which fosters recycling. Soft and resistant, this natural material protects even the most delicate design, showcasing each one against an emerald green background. To meet its sustainable development requirements, Boucheron sourced a wool that is certified with the Responsible Wool Standard (RWS). As an extension of this eco-design approach, the white box and the traditional gift package is replaced by a green pouch that may be reused for travel and after sale. The cotton is made up of 65% recycled materials and is certified by the Global Recycled Standard (GRS).

Aligned with our sustainability goal, we conducted a life cycle assessment to identify where we improve the environmental impact of the packaging contrary to the white jewelry case. The key milestone for the new packaging is to be composed with no plastic. According to EP&L results 2022, the volume of plastic consuming was huge and very linked to our jewelry box (35% of the raw material volume integrate into EP&L calculation). After the analysis with a technical support of experts and critical review committee, we identify a lot of area of improvement of the first edition as raw material sourcing for instance. The development never stops to reduce our environmental footprint.



CHANGE THE MINDSET

The ambition is to go further than packaging. It becomes a piece of art and can easily introduce the home decoration as a collection piece.

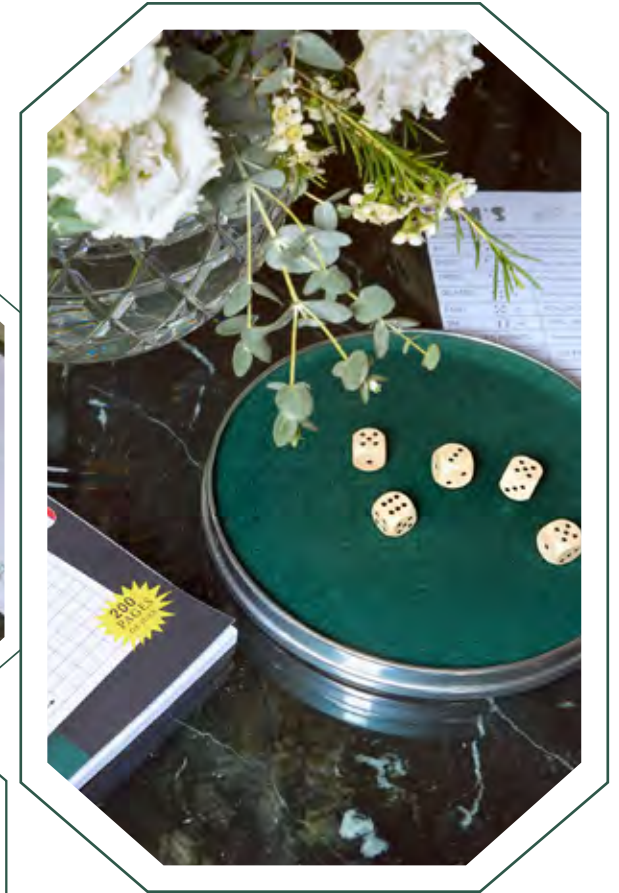
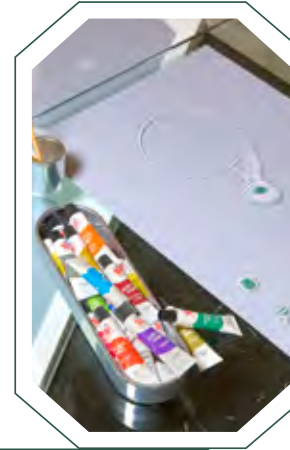
“BOUCHERON TEAMS HAVE BEEN WORKING OVER TWO YEARS TO REINVENT THE PACKAGING AND PUSH THE BOUNDARIES. THE NEW PACKAGING VISION IS OUR FAMOUS “PAS DE CÔTÉ” TO REINVENT LUXURY CODES. ONLY TWO MATERIALS ARE USED, WE ARE FAR FROM THE ABUNDANCE OF MATERIAL.

THE NEW CONCEPT IS A CHALLENGE OF INNOVATION AND ENGINEERING DEVELOPMENT WITH NO GLUE AND MATERIAL TAILOR-MADE FITTED. EVERY COMPONENT CAN BE SEPARATED TO GIVE A NEW USAGE OF THE BOX.

WE ARE PROUD OF THIS TRANSVERSAL PROJECT, WHICH ENGAGED MANY DEPARTMENTS AND RETAIL TEAMS AROUND INNOVATION AND SUSTAINABILITY.”

**THIERRY LAMOUREUX
COMMERCIAL DIRECTOR**

The new packaging is being rolled out gradually. In June 2023, the packaging was unveiled at 26 Place Vendôme, then at our Japan flagship, based at Ginza. This launch is intended to be gradual until the end of 2024. The purpose is to ensure optimum use of the white jewelry box. For unused references, pilot projects have been carried out in 2022 to give a second life to the cases with, a company specialized in solutions for reusing, repurposing and recycling items for the Luxury industry. Beyond our cases, we are exploring other second-life channels for the environment around the products in our display windows.



BOUCHERON INNOVATION

To reflect our DNA in our operations, Boucheron has a dedicated team to collaborate with academic experts and leading industry partners to drive innovation in technologies and materials. Innovation processes have a dedicated sustainability standard and we are supported by the Kering Sustainable Innovation Lab (SIL) and their experts, who advise on sustainability matters.

Our Innovation team collaborates with the SIL and suggests new materials to our creative department: for example, testing materials with a high recycled content, manufacturing hard materials using less energy-intensive processes, replacing certain metals with natural fiber composites and developing low-impact materials. Our experts also promote the creative possibilities generated by these new materials and processes for designers.



OMBELINE PALLUAT-DE-BESSET,
CHIEF MARKETING OFFICER

“SUSTAINABILITY IS A MINDSET THAT CAN GET CLOSE TO AN OBSESSION THROUGHOUT THE CREATIVE PATH OF A PIECE, FROM THE CREATIVE CONCEPT RIGHT THROUGH TO THE DESIGN OF THE PRODUCT.

THIS FOCUS GOES HAND IN HAND WITH ANOTHER STRONG ASSET OF THE MAISON: INNOVATION.

BY MIXING SUSTAINABILITY AND INNOVATION, BOUCHERON IS WILLING AS ALWAYS TO PUSH THE BOUNDARIES, TO MAKE A POSITIVE IMPACT ON ITS ENVIRONMENT, TO FOLLOW ITS PURPOSE: TO LIGHT THE WAY.”



“Without really trying to reach it, questioning the meaning of “precious” has become our creative approach. For me, High Jewelry is about emotion and conveying a certain form of poetry. At Boucheron, we will of course use diamonds and precious stones but it is quite mandatory in this industry. Whereas finding a way to express emotions is more difficult.

What is “precious”? To me, a person is precious, and beauty is precious. Bringing a new beauty that defies convention and also conveys emotions is my ambition. And I’m convinced that our customers are attracted to this poetry and are sensitive to the messages we convey to them.

A PRECIOUS CREATIVE VISION



That’s why I also use materials with emotional value. When designing new High Jewelry collections, I always wonder how a material can help me express a dream, an idea, a concept... That’s what’s magic about working at Boucheron, this great freedom to create!

Every year, I am thrilled to see how far the new collection can push the limits, whether through the use of innovative techniques or unexpected materials, or through the introduction of new ways of wearing the jewelry.”

CLAIRE CHOISNE,
CREATIVE DIRECTOR



CASE STUDY - INNOVATION

JACK ULTIME DE BOUCHERON

TURN A “FINAL MATERIAL” INTO A PRECIOUS ELEMENT

Jack Ultime de Boucheron, capsule collection, features a combination of the Jack de Boucheron design and Cofalit®, a material made by recycling an industrial byproduct. The waste is habitually buried, but it can also be vitrified and rendered inert to produce Cofalit®. Although it may be used as a filling material for highway embankments, it has no other utilization, and is therefore considered a “final material”.

These three one-off designs set with Cofalit® demonstrate Claire Choisne’s vision: to redefine what is precious. From this point forward, the crude, intensely black-hued, “final material” joins the jewelry sphere, expressing a strong message: that even what is considered useless can have value. Indeed, it may be turned into something precious. Made by applying a unique vitrification process to a certain type of industrial waste, Cofalit® reaches the end of the line in terms of recycling and is considered an “unrecyclable” material. Inert and therefore harmless, this material – conventionally used as a filling material for highway embankments – is guaranteed safe not only by the French company Inertam, which performs the process, but also by the Boucheron innovation unit and the Kering Test & Innovation Lab (TIL).

Representing a challenge both in creative and technical terms, Cofalit® required many months of research and processing before it could be faceted to adorn Jack de Boucheron Ultime according to the traditional jewelry codes, reflecting the values of excellence and precision that this Maison has been demonstrating for more than 160 years.





OPERATIONS

OUR TARGETS AND PERFORMANCE

OUR TARGETS AND PERFORMANCE

BY 2025, 40% REDUCTION
OF OUR ENVIRONMENTAL
FOOTPRINT FROM A
BASELINE IN 2015

-48%

BY 2025, MAINTAIN 100%
RENEWABLE ELECTRICITY
SOURCING FOR OUR
OPERATIONS AND AIM AT
100% RENEWABLE ELECTRICITY
SOURCED BY STRATEGIC
MANUFACTURING SUPPLIERS

ONGOING

BY 2030, 100% OF FLAGSHIP
AND STANDALONE STORES
IN LINE WITH KERING
STANDARDS FOR STORES

ONGOING



REDUCE ENVIRONMENTAL
FOOTPRINT FROM
PACKAGING BY 50%
BY 2025

ONGOING

ELIMINATE SINGLE-
USE PLASTIC
PACKAGING FROM
OUR OPERATIONS
BY 2030

ONGOING

OUR NEXT CHALLENGES

While we are proud to have reached our target to reduce our **environmental intensity footprint by 48% since 2015**, we are convinced that more ambitious targets are necessary to preserve the world we live in. Turning to our next challenge, many actions have been initiated to structurally reduce our footprint in absolute terms, although transformation across our operation will need to drive and support.

To invest in a low-carbon future, we are committed to reducing our absolute Scopes 1 and 2 emissions by 90% and our Scope 3 emissions by 70% intensity by 2030 from a 2015 baseline. We work to design a carbon strategy by 2024 and roll out the action, with a strong focus on the value chain. This project will be a win-win relationship to reduce our common environmental footprint and optimize the manufacturing process.

With the launch of the new packaging with an eco-design and eco-conception approach, we will work to continue to reduce the environmental footprint. In the future, the approach will need to be extended to all institutional and seasonal display materials.

Finally, we are proud to stop plastic material consumption in our jewelry packaging. Now, we intend to reach our goal and eliminate single-use plastic packaging from our customer-facing operations as fast as end of 2024, taking bold steps to reduce or replace packaging when possible.



PEOPLE
WHO IS BEHIND
OUR MAISON?
—
IN A DIVERSE AND
INCLUSIVE ORGANIZATION

WHO PEOPLE

We know that to create a sustainable future for our business we need a diverse workforce with diverse views and an inclusive culture where people feel welcome and safe to be themselves. We are working to encourage more people from diverse professional backgrounds to enter our industry and to support people to be empowered to reach their potential.

THE CONTEXT

At Boucheron, we care about having parity and equal opportunities for all individuals and we want women to feel empowered. **Our workforce is 70:30 female to male with 55% of leadership positions held by women**, including at our head and heart: our CEO, Hélène Poulit-Duquesne and our Creative Director, Claire Choisne.

OUR APPROACH

At Boucheron our sense of team and family spirit is a treasured core value. We are great believers in the richness of collective intelligence, creativity and insight that comes from having a diverse workforce, free to bring their whole selves to work in a caring, inclusive culture. We are dedicated to being an employer of choice through programs which support growth, learning and work/life balance.

REACH A 90%
INCLUSION INDEX
SCORE BY 2025



WHO PEOPLE

OUR “PRECIOUS PEOPLE” COMMITTEE

In 2020, we established **“Precious People”, our Inclusion & Diversity (I&D) committee** sponsored by a member of our executive committee, stewards of our working environment. The committee ensures that we reflect the communities and cultures where we do business, where everyone feels accepted, respected, and valued for who they are and what they uniquely contribute.

The committee consists of 12 voluntary members from every corner of the organization and geographical areas. At the end of 2023, we launched a campaign to renew the committee. The committee is sponsored by Raffaella Loncao, our Human Resources Director and member of the executive committee. Partnership is key to bring inclusion and diversity into the spotlight and walk the talk. In that sense, the Sustainability Manager, in addition to their tasks, is the leader for Inclusion & Diversity at Boucheron with a strong support and involvement from each member of the Precious People Committee. Their role is to coordinate, animate and put in place actions with the Committee and they represent Boucheron I&D initiatives at Kering Group I&D Leaders Committee.

The committee’s mission is based on four pillars:

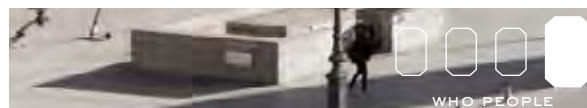
- **nurture a culture of inclusion** to make everyone feel they belong,
- **foster diversity** to assert that our differences are our strength,
- **create new opportunities** to break boundaries for the less privileged,
- **advocate and influence** to raise awareness, onboard others with our vision and gain traction.

Our “Precious People” committee is the voice of the organization and it drives the Inclusion & Diversity road map. In 2022-2023, we were able to test new concepts that provide its results.

We organize various awareness-raising activities and programs throughout the year, such as “Listen to Understand” sessions. The objective of these moments is to share an experience and solutions or simply to benefit from the point of view of participants.

Additionally, every year the International Executive Committee of the Maison takes part in a dedicated training on inclusive leadership, to ensure we nurture a culture of inclusion from the top.

To convert intention into action in operations, each members of the Human Resources department has undergone session on inclusive recruitment, ensuring our hiring practices are free of unconscious bias. Starting from 2022, this training module will be extended to all hiring managers.



RAISE INCLUSION AROUND A LUNCH BREAK

After the update of the I&D road map, the aim was to launch a new format in 2023 to engage employees and raise their awareness of inclusion and diversity in a fresh way.

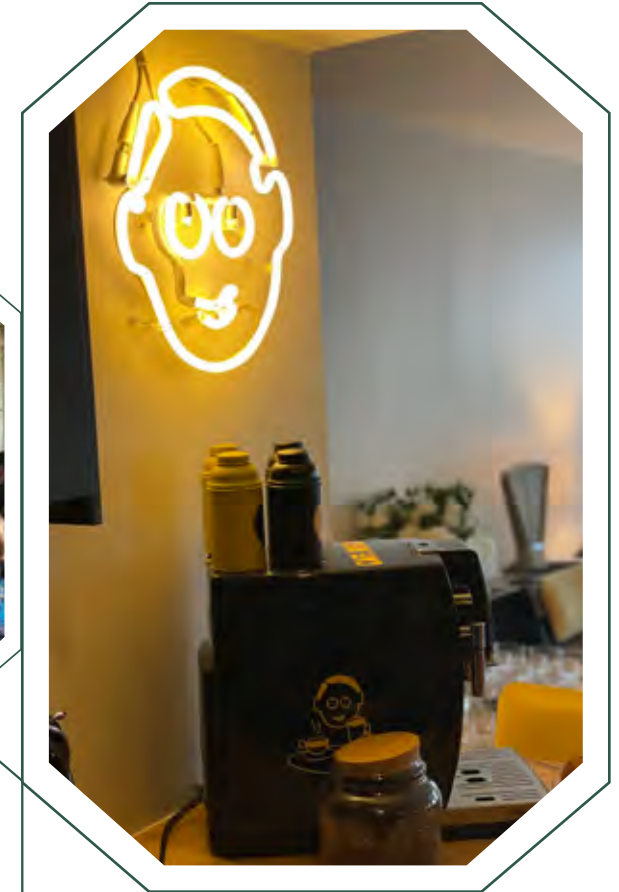
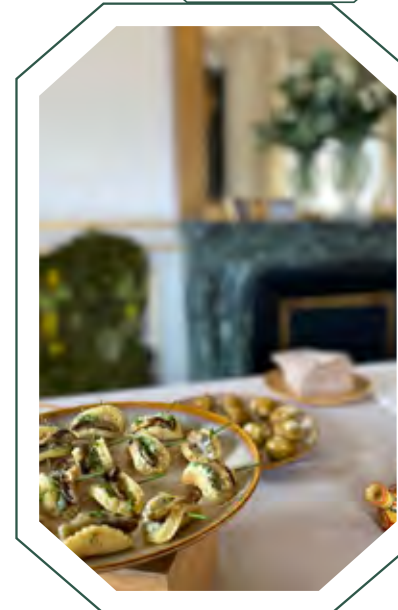
The aim of these lunch breaks (average of 35 participants) was to bring together these key ingredients:

- sharing knowledge and experience,
- creating a confidential space where topics can be freely addressed,
- and conviviality.

In 2023, we organized two lunch break sessions on disability. After an awareness-raising campaign on Boucheron's internal network in December 2022, we decided to organize an outreach event for our teams in a third location and have a lunch at **"Café Joyeux"**. The event was fully booked. These lunch breaks were organized for the teams and the Executive Committee, with activities adapted to the number of participants. We were lucky enough to co-design and run the event with **Little Spark**, a company devoted to social impact. On the menu, gamification and thoughtful knowledge. Great speakers shared their experiences of invisible disabilities in the corporate world. In addition, we were lucky to host an engaging speaker, founder of the association **"Comme les Autres"** (which supports carers and people with disabilities, with a dedicated program to help people become more independent). These workshops involved employees into actions and started a working program with the Human Resources department.

For the first time, during Pride Month, 26 Place Vendôme hosted a lunch break dedicated to LGBTQIA+. The I&D committee organized its first conference about "Being yourself at work". This conference aimed to raise awareness and spread the word about LGBTQIA+ questions and topics in the work environment. We also had the pleasure to welcome inclusive leaders and **"têtu•connect"** as moderator to share with us what has been done in their companies to promote the freedom of being yourself at work. The event was fully booked and followed by a lunch prepared by the caterer **"MEET MY MAMA"**, an inclusive company, which is working on giving visibility and empowerment to women who love to cook, all over the world.

Following the success of these initial events, the commitment campaigns will continue in this direction with a strong engagement from the Precious People Committee.



REVERSE MENTORING FOR OUR EXECUTIVE TEAM

Since 2021, our International Executive Team has been enjoying “reverse” mentoring sessions to help build their own personal I&D awareness. Each Executive Team member is paired with a mentor from somewhere in the business who has a very different background from themselves. By spending time getting to know each other, mentors and mentees have already seen how it has opened hearts and minds to better appreciate diversity in our business. We want to continue offering mentoring to all senior management in future.

“DIVERSE MENTORING CONSISTS OF RICH AND OPEN CONVERSATIONS, BASED ON TRUST, COVERING VARIOUS TOPICS AROUND INCLUSION AND DIVERSITY IN OUR ORGANIZATION. IT IS A UNIQUE OPPORTUNITY TO ENRICH OUR PERSPECTIVE AND LEARN FROM THE LIVED EXPERIENCE OF YOUR MENTOR.”

THOMAS INDERMÜHLE,
CHIEF FINANCIAL OFFICER

BABY LEAVE, AN INCLUSIVE PARENTAL POLICY

Since 2020, Boucheron has a Baby Leave Policy. All group employees worldwide benefit from 14 weeks of paid leave on the arrival or adoption of a new child. The policy allows all parents (without distinction of gender) to take fully paid leave to care for their child. All parents benefit from the same guaranteed parental leave rights.

“FIRST OF ALL, THANK YOU FOR THIS OPPORTUNITY. BABY LEAVE IS AN AMAZING OPPORTUNITY AND AN EXCEPTIONAL SOCIAL STEP FORWARD, WHICH I WISH FOR ALL FATHERS. THE BIRTH OF MY TWINS WAS A BIG UPHEAVAL IN MY LIFE BUT BABY LEAVE ALLOWED ME TO SPEND SEVERAL WEEKS WITH MY SONS AND FORM A STRONG BOND WITH THEM VERY EARLY ON. EVERYONE SAYS THEY GROW UP TOO FAST, BUT THANKS TO BABY LEAVE, WE HAD THE OPPORTUNITY TO SPEND TIME TOGETHER AS A FAMILY AND ENJOY THESE UNIQUE AND PRECIOUS MOMENTS THAT GO BY TOO FAST. ONCE AGAIN, THANK YOU FOR IMPLEMENTING BABY LEAVE IN THE COMPANY.”

NICOLAS GUILLOT
BUSINESS INTELLIGENCE PROJECT MANAGER



GROWTH & LEARNING

All our employees have access to “Les Ateliers Boucheron,” a training platform where they can choose from a range of professional development activities and training. They are also encouraged to take advantage of opportunities to grow and develop wider career paths through the Kering Group and its luxury brands.

The Maison places great importance on ensuring that each employee is sensitive to environmental, social and societal issues. We set up regular sessions to raise awareness of sustainability and diversity & inclusion issues among all employees, including two Sustainability Weeks organized each year, with conferences and contests.

The group’s internal social network is also strongly involved in this. It allows everyone to express themselves on best practices or to share articles related to these issues.

LISTENING TO OUR EMPLOYEES

Every two years, we conduct an anonymous employee engagement survey to listen to our employees’ experience of work and ask them how we can do better. In 2023, there has been an update on the methodology of the survey. Kering People Survey was based on major topics such as growth, well-being, empowerment, inclusion and diversity, sustainability, etc. The survey was composed of 37 questions, with a response rate of 87% for Boucheron.

The highest score items are:



While the overall scores were encouraging, the results of the survey identify improvement areas, such as sharing and promoting all policy in place for employees, including the need to increase awareness and visibility of career opportunities, to challenge the status quo and continue to take concrete actions.



“AS WE KEEP GROWING AND ESTABLISHING OURSELVES AS A GLOBAL BRAND, OUR MAIN FOCUS WILL BE TO ENSURE THAT OUR EMPLOYEES CONTINUE TO FEEL A STRONG SENSE OF ENGAGEMENT AND BELONGING. TOGETHER WE WILL PURSUE OUR CORE VALUES OF EXCELLENCE, TEAM AND FAMILY SPIRIT, INTEGRITY AND CREATIVITY THAT ARE VERY DEAR TO OUR MAISON.”

RAFFAELLA LONCAO
CHIEF PEOPLE OFFICER

CREATE OPPORTUNITIES

Historically, the Jewelry industry has been perceived as exclusive. For this reason, and to reverse this perception, Boucheron has opened its doors to students from underprivileged backgrounds. Through partnerships with various organizations such as “**Viens Voir mon Taf**”, Boucheron welcomes middle school and high school students so they can discover our Maison and all the diverse career paths available. The association is essentially a network for young people without a network. It involves an internship program for third year secondary students offered by caring professionals to enable students in priority education areas (disadvantaged neighborhoods) to do the internship of their dreams.

In February 2023, the students spent five days with a mentor in order to learn about their daily routine and the role and operation of their department. Throughout the week, workshops and meetings with other interns were organized so that they learned about other professions within the company and received practical advice to prepare for their orientation. Through this opportunity, young students were able to visit Boucheron stores, the High Jewelry workshop, the Studio and our archives where they learned about the Maison’s heritage. The Maison is still engaged with the association “Viens Voir mon Taf” for the upcoming year.

FOSTERING RELATIONSHIPS

The oldest jewelry school in the world, the **Haute Ecole de Joaillerie** was created in 1864 by the profession. Its strong bond with the profession makes it one of the pillars of the transfer of French craftsmanship. For more than 150 years, the Haute Ecole de Joaillerie has trained generations of jewelers, goldsmiths and gemologists who work in the greatest workshops. Frédéric Boucheron was a founding member of the Haute Ecole de Joaillerie in 1864. This is the most prestigious jewelry school in the world, and he supported the school by creating, in 1890, a travel grant enabling students to train in foreign markets.

Since then, we have maintained our special bond with the school, helping to support the next generation of talent and craftsmanship. Boucheron has sponsored Haute Ecole de Joaillerie graduation classes since 2002. This is a three-year initiative, and we launched **a new edition in December (2022-2025)**. Boucheron will provide close support to forty-five students preparing for the Higher Certificate in Jewelry and the Bachelor in Jewelry Design by organizing exclusive visits, conferences, and immersive experiences.

The purpose is to transfer to these students the values of our Maison and our expertise to help them comprehend the complexity and requirements of our métiers in order to inspire them and prepare them for their future integration into the industry.

ENGAGE AROUND SUSTAINABILITY

Since 2021, we have been organizing two Sustainability Weeks each year. The aim of these **Sustainability Weeks** is to raise awareness among our teams around a targeted sustainable development theme, such as traceability or the presentation of our first Impact Report. During these weeks, we invite external speakers with whom we have projects in common, so that we can share feedback from the field. We have been lucky enough to invite the Paspaley teams and the PARTAGE association for instance.

The awareness campaign takes place on the company's internal network. The objective is to involve the whole company, so we have developed **retail morning briefs** dedicated to Sustainability, with a tailored format for retail teams, whose time is an important factor in the day.

In 2022, to raise awareness of sustainable development, we launched a **"Boucheron Cooking Challenge"**. This challenge was based on the Sustainable Development Goals, with the goal of raising employees' awareness of the environmental issues related to food. Thanks to the participation of many employees, we discovered the approaches of several countries. To showcase the recipes developed, a digital "Boucheron Recipe Book" was developed and shared with employees, with a section dedicated to raising awareness of sustainable food, and for each recipe the environmental tips were highlighted. In France, a sustainable cooking team building event was organized at the GoodPlanet Foundation, with tastings of the dishes prepared. This workshop was also organized online for all the teams taking part.

2023 was the first **"Scale Day"**. This half-day event on Sustainability brought together the entire Executive Committee and the Sustainability Committee. As well as raising awareness, it was an opportunity to take a forward-looking approach to our future challenges and to work together on future issues. For the occasion, we went to "Poinçon Paris", a venue rich in history and sustainable commitment, with "Terres Traiteur", an committed caterer for sustainable food.

That commitment is also reflected in our markets, where monthly meetings are now held with Japan and are being set up with other markets. For the first time, **the Japan team organized a beach clean-up event**. More than 35 employees both from the office and boutiques got together and they discussed the impact of plastic waste. They took the time to brainstorm and identify new ideas to actively work toward reducing single-use plastic, and continuing to work together toward a more sustainable future.





ORGANIZATION

OUR TARGETS AND PERFORMANCE

OUR TARGETS AND PERFORMANCE

ACHIEVE A 90% SCORE
IN OUR INCLUSION
INDEX BY 2025³

ONGOING

ALL MEMBERS OF
THE EXECUTIVE TEAM
TO HAVE RECEIVED REVERSE
MENTORING BY 2024

ONGOING

ALL MANAGERS
WITH RECRUITMENT
RESPONSIBILITIES TO HAVE
UNDERTAKEN INCLUSIVE
RECRUITMENT TRAINING
BY 2025

ONGOING



CONTINUE TO ENSURE
GENDER PARITY ACROSS
GLOBAL ORGANIZATION
AND LEADERSHIP

ACHIEVED

OPEN UP OUR DOORS
FOR 50 STUDENTS
FROM UNDERPRIVILEGED
SOCIOECONOMIC
BACKGROUNDS ANNUALLY,
TO GAIN INSPIRATION
AND WORK EXPERIENCE

ONGOING

OUR NEXT CHALLENGES

Inclusion is core for the Maison, especially as the organization grows and welcomes newcomers in various regions. While important steps have been taken at the Executive team level, **inclusive leadership training** will need to be embedded in all management training at every level, so that it becomes a key part of Boucheron's management style. Onboarding will also be a critical opportunity to ensure newcomers are familiarized with our vision of Inclusion and Diversity.

We identify key topics for inclusion and diversity at Boucheron as women empowerment, disability and more broadly inclusion. We actively work on a dedicated road map and action plan to further push our engagement.

Engagement of employees is fundamental, that is why we do not stop to search how we engage everybody around sustainability and inclusion and diversity.

We also believe in opening our doors to middle school and high school students from underprivileged socioeconomic backgrounds, to ensure our industry remains accessible to all and can welcome talents without any limitation based on their background.

³The Inclusion Index is an indication of whether our people feel comfortable, respected and appreciated at work and their views of the authenticity of Boucheron's diversity and inclusion commitment. The score reflects the proportion of employees fully or somewhat agreeing to these statements in the biannual Kering People Survey.

FOR MORE INFORMATION
PLEASE CONTACT
SUSTAINABILITY@BOUCHERON.COM

FOR PRESS INQUIRIES
PLEASE CONTACT
SERVICE.PRESSE@BOUCHERON.COM

BOUCHERON

PARIS DEPUIS 1858

